



OTR 76-6912

29 December 1976

MEMORANDUM FOR: Deputy Director for Administration

FROM : Harry E. Fitzwater  
Director of Training

SUBJECT : Personnel Development/Training

1. The problem of providing for and ensuring the accomplishment of continuing professional development exposure for professional Agency employees is indeed a difficult one. We believe there are five areas in which continuing professional development could take place:

a. Formal Training. This is probably the most obvious and easiest to accomplish form of professional updating--providing the training experiences are pertinent and well taught. We agree that there should be some mechanism such as the Senior Executive Management Proficiency (SEMP) program to ensure that all professionals--particularly at the more senior levels, are kept current in their field. The key to participation appears to be in keeping individuals informed as to what courses are available. At present the Office of Training maintains a requirements list based on an Agency-wide survey, conducted via component Training Officers, for the dissemination of external training information. A continuing attempt is made to get the proper information to the proper office, based on the above survey, updated annually, and ongoing projects and tasks. This dissemination averages approximately 1,000 pieces of information in any working week. OTR can do a better job in this area by using a training catalog somewhat similar to

that used by colleges and we are moving to develop such a catalog. My staff and I now hold monthly meetings with the Directorate Senior Training Officers, and these meetings have proved to be an excellent forum for discussion of training-related items such as SEMP and for informal feedback from the Directorates about OTR courses. We would like to get reactions from the other DDs regarding SEMP (they were sent SEMP information on 8 December 1976) and then meet with members of your staff and representatives of the Office of Personnel to discuss the expansion of that program--at least in the DDA.

b. Participation in Professional Gatherings. This parallels formal training--and in some cases attendance at such gatherings can perhaps be more beneficial than training courses if the professional discipline is a technical one. It is recognized that "rubbing shoulders" with others in similar professions and getting updated on the state-of-the-art of whatever profession is involved is at once a stimulating and educational process. Again, the key here is knowledge of what is going on--meetings, conferences, etc.--and ensuring that this information reaches its audience. This requirement would seem to beg for some sort of periodic issuance to broadcast the information. If this idea is acceptable, we would need to identify the various ways the Agency now receives information on professional gatherings and select a focal point within the Agency to assume the collection and notification task. At present the Office of Central Reference, specifically the CIA Library, receives the monthly Notice of Upcoming Professional Meetings and Conferences, issued by the Bureau of Intelligence and Research (INR). Approximately 75 copies are received and disseminated throughout the Agency. Consideration might also be given to increased utilization of the informational bulletin boards to publicize these upcoming professional gatherings, or perhaps erect a new board, using effective visuals, for this purpose.

c. Individual Professional Contact. The idea here would be to establish person-to-person on-the-job types of professional exchanges. It could be, we believe, stimulating for certain categories of professionals to spend several days with contemporaries in similar government or industrial situations, but particularly within the intelligence world. We grant that there may be obstacles to such a course of action, but feel a program like this could be worth exploring. I am informed that some agencies have programs that permit their employees to occasionally spend time with their counterparts in other agencies.

d. Rotational Assignments. There is excellent potential for professional job enhancement in rotational assignments such as are now taking place in the DDA. It is realized that the initial assessment interviews of the DDA's rotation program will soon begin, but the overall results must be positive. Whether such a program would be feasible on an Agency-wide basis is difficult for OTR to comment on, but a pilot program should not be necessarily limited to "generalist" jobs and skills--why not an OC electrical engineer trading jobs with one in the DDS&T? If the rotatees are given challenging jobs, there is bound to be professional enrichment.

e. Self-Help. This is certainly the least expensive way to keep in touch with one's profession but probably the most difficult to cause to happen. Increased publicity of what is available in both the Media Center and the libraries is appropriate although increased publicizing of these facilities probably will not do it alone. We should devise ways to motivate personnel to seek self-help. Motivating techniques might include the following: a requirement for promotion, a part of a ranking evaluation, or a completion of a training profile. The motivation of professionals in self-study programs needs more analysis.

2. The problem of maintaining professional competence is obviously one which the whole Agency shares. Although we have identified the five areas above which have the potential for

affording professionals the opportunity for the updating they need, we feel the whole question should receive scrutiny from a wide cross section of CIA. Perhaps the best vehicle for this would be a discussion group organized by the Center for the Study of Intelligence. We in the Office of Training appreciate fully the challenge represented by your request and stand ready to pursue this problem as you direct. As you requested, we have attached a memorandum on this subject for you to send to Mr. Knoche.



Harry E. Fitzwater

Attachment:

Memo from DDA to DDCI

**STATINTL**

cc: D/Pers, w/att